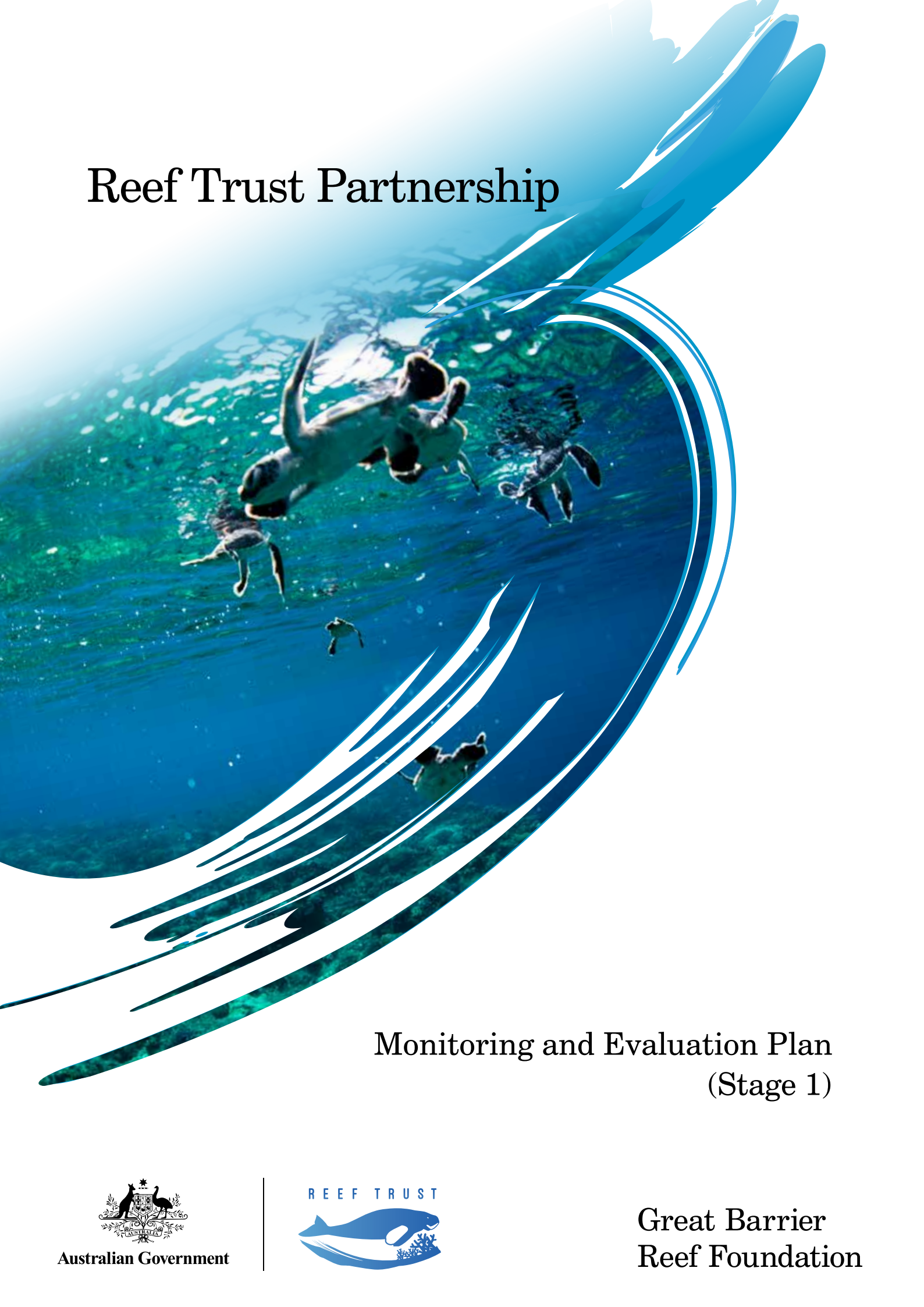


Reef Trust Partnership



Monitoring and Evaluation Plan (Stage 1)



Australian Government

REEF TRUST



Great Barrier
Reef Foundation

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Acronyms

ANAO	Australian National Audit Office
COR	Collaborative Outcomes Reporting
DPSIR	Driver, Pressure, State, Impact, Response
DoEE	Australian Government Department of the Environment and Energy
GBRF	Great Barrier Reef Foundation
GBRMPA	Great Barrier Reef Marine Park Authority
KEQs	Key evaluation questions
M&E	Monitoring and Evaluation
MERIT	Monitoring, evaluation, reporting and improvement tool
MLLE	Multiple Lines and Levels of Evidence
NRM	Natural Resource Management
PBAs	Place-based approaches
PMC	Partnership Management Committee
RIMREP	Reef 2050 Integrated Monitoring and Reporting Program

Preface

The Great Barrier Reef (the Reef) is the largest living structure on the planet and is so large it can be seen from space. It's home to the most extraordinary array of animals and birds, and is often referred to as the rainforest of the sea. Sir David Attenborough describes it as:

“one of the greatest, and most splendid natural treasures that the world possesses.”

Today, however, the Reef is under threat from climate change and local stresses. We need the help of all Australians to protect and restore the Reef. Over the last two decades, the Great Barrier Reef Foundation (GBRF) has drawn together the many groups who are working to protect the Reef. There are hundreds of people and organisations working to achieve this including universities, research institutions, government agencies, scientists, traditional owners and community groups. The GBRF is the place where these myriad groups (large and small) come together to work on the highest priority projects which will have the greatest impact on protecting and restoring the Reef.

Our projects have had a measurable impact on the health of the Reef including monitoring reef health in near-real time (eReefs) to securing the future of green turtles on Raine Island (Raine Island Recovery Project), to developing the first portfolio of projects to address the resilience of reefs adapting to climate change. We also have a track record in innovation, developing solutions such as the RangerBot which detects and addresses threats to coral reefs.

Underpinning this partnership is a record government investment of \$443.3 million to tackle critical issues of water quality and crown-of-thorns starfish control, harness the best science to restore reefs and support reef resilience and adaptation, enhance Reef health monitoring and reporting, and increase community engagement on the Reef.

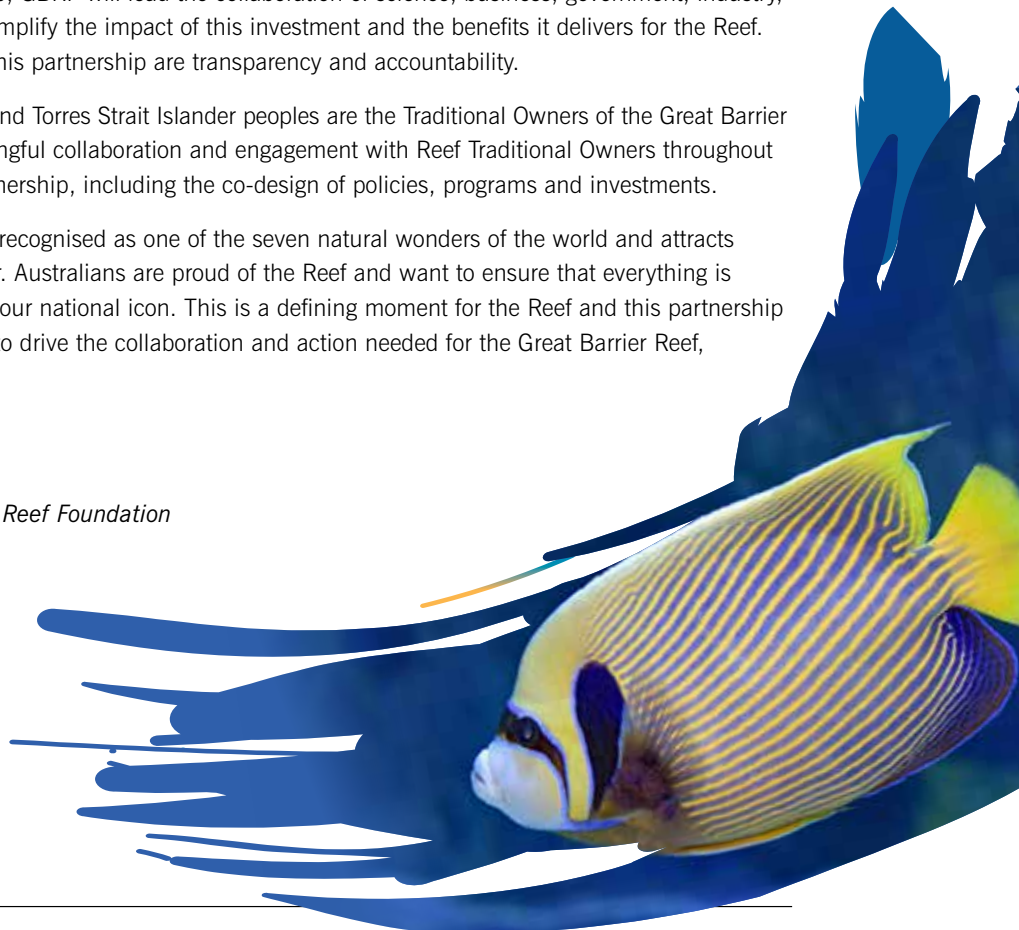
Through the Reef Trust Partnership, GBRF will lead the collaboration of science, business, government, industry, philanthropy and community to amplify the impact of this investment and the benefits it delivers for the Reef. Our guiding principles to deliver this partnership are transparency and accountability.

The GBRF recognises Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the Great Barrier Reef. We are committed to meaningful collaboration and engagement with Reef Traditional Owners throughout the delivery of the Reef Trust Partnership, including the co-design of policies, programs and investments.

The Great Barrier Reef is globally recognised as one of the seven natural wonders of the world and attracts over two million visitors each year. Australians are proud of the Reef and want to ensure that everything is being done to protect and restore our national icon. This is a defining moment for the Reef and this partnership is an unprecedented opportunity to drive the collaboration and action needed for the Great Barrier Reef, now and for the future.

Anna Marsden

Managing Director, Great Barrier Reef Foundation





1. Introduction

1.1 About this document

This document outlines the Monitoring and Evaluation (M&E) Plan (Stage 1) for the Reef Trust Partnership (the Partnership).

The Partnership is a grant agreement between the Australian Government and the Great Barrier Reef Foundation (GBRF) to support delivery of the Reef 2050 Long-term Sustainability Plan, including the Reef 2050 Water Quality Improvement Plan.

The Partnership is expected to achieve significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area, in line with Reef 2050 Plan outcomes, and provides for work under five components related to:

- Water quality activities
- Crown-of-thorns starfish control activities
- Reef restoration and adaptation science activities
- Indigenous and community Reef protection activities
- Integrated monitoring and reporting activities.

This document (Stage 1) takes the form of a conceptual M&E framework that provides the basis for the final M&E Plan (Stage 2). Work is currently underway to finalise an Investment Strategy for the Partnership and to further develop the five Partnership components. As a result, the M&E Framework (the 'Framework') does not include detailed information about the monitoring and evaluation of the five individual components of the Partnership. The final M&E Plan (Stage 2), to be produced between December 2018 and March 2019, will fully recognise the Investment Strategy and detail the monitoring and evaluation requirements at the component level.

What is monitoring and evaluation?

Monitoring and evaluation (M&E) is an intrinsic part of the program cycle of any initiative (project, program or strategy). To manage the performance of the Partnership, we need to understand whether the Partnership is achieving its intended results and if not, modify the Partnership's activities. M&E will help the program team determine whether the Partnership is on track to achieving its intended outcomes and will provide information to help steer the Partnership in the desired direction.

Monitoring as part of Partnership M&E is an ongoing process of routine data collection relating to Partnership performance. Evaluation is the systematic investigation of the merit or worth (of a program, project, etc.) and involves making judgments about how 'good' a program has been in terms of specific criteria or values. While evaluation generally draws on program monitoring data, it can involve additional data collection.

In summary, M&E includes any monitoring that is done in an ongoing manner, as well as any evaluation studies that may be conducted or contracted out to supplement the monitoring system. Both monitoring and evaluation will support the improvement and adaptive management of the Partnership.

1.2 Structure

The draft M&E Framework is structured as follows:

1. Introduction to the document (this section)
2. Framing Reef Trust Partnership monitoring and evaluation
3. Overarching approach to monitoring and evaluation of the Partnership.

2. Framing Reef Trust Partnership Monitoring and Evaluation

2.1 Introduction to the Partnership

The principal objective of the Reef Trust Partnership (the Partnership) is to ‘achieve significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area’ during the term of the Partnership (2018-2024), in accordance with the Reef 2050 Plan. As per the grant agreement, the expected outcomes are:

- **Improved management** of the Great Barrier Reef and relevant activities in the adjacent catchments;
- **Protection of attributes** that contribute to the outstanding universal values of the Great Barrier Reef, including species, habitats and Indigenous values; and
- **Management of key threats** to the Great Barrier Reef, including poor water quality and crown-of-thorns starfish outbreaks.

The grant agreement provides for work under five components related to:

- Water quality activities
- Crown-of-thorns starfish control activities
- Reef restoration and adaptation science activities
- Indigenous and community reef protection activities
- Integrated monitoring and reporting activities.

A common first task when developing an M&E plan for any program of work is to clarify how the program is expected to work to bring about the changes expected from the program. For the Partnership, this is not as simple as developing a program logic model comprising the Partnership objective, outcomes and five components of work as outlined in the grant agreement. There are several reasons for this:

- Some components are ‘stand-alone’ (e.g. water quality improvement), some are cross-cutting (e.g. integrated monitoring and reporting) and some are both stand-alone and cross-cutting (e.g. Traditional Owners)
- There are other cross-cutting areas of work that are not designated components of the grant agreement but are essential to the delivery of Partnership outcomes that endure beyond 2024 (e.g. science and innovation; sustainable financing)
- The grant agreement uses the language of the Reef 2050 Plan, which is expected to be significantly revised in 2020 to focus more on values.

Section 2.2 describes how the logic of the Partnership has been conceptualised to support Partnership M&E within this context.

Stage 2 will engage whole of Partnership and component level Traditional Owners and stakeholders in applying the conceptual model to develop a substantive M&E Plan, including component level logics that incorporate the cross-cutting areas of work.



2.2. Framing the Partnership for M&E purposes

A concept cube (Figure 1) has been developed to show, at a high level, how the interactions between the five Partnership components, cross-cutting areas of work and the areas of evaluation focus, are being conceptualised. To simplify description, we use the term 'streams' to describe all the work areas within the Partnership.

The blue and green sides of the cube collectively form the Partnership's overall strategy for achieving 'significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area', and comprise both stand-alone and cross-cutting streams.

The blue (left) side of the concept cube shows the stand-alone streams. These are required to deliver a specific suite of outcomes under the Partnership grant agreement and include a defined budget in the grant agreement. This includes:

- Water quality improvement component outcomes
- Crown-of-thorns starfish control component outcomes
- Reef restoration and adaptation science component outcomes
- Traditional Owner component outcomes
- Community component outcomes.

The green (top) side of the concept cube shows the cross-cutting streams, which include some Partnership components, as well as other important cross-cutting areas of work. Rather than stand-alone, these cut across all the stand-alone streams listed above, and include:

- Traditional Owner component outcomes¹ which are embedded across all components
- Community component outcomes, which are embedded across all components
- Integrated monitoring and reporting component outcomes, which support the delivery of all components
- Science and innovation outcomes, which support the delivery of all components
- Sustainable financing outcomes, which support the delivery of all components.

While some of these cross-cutting streams also have explicit budgets in the Partnership grant agreement, they are distinguished from the stand-alone streams as their outcomes are largely realised through their application to the stand-alone streams. This distinction is important for the development of an M&E plan that enables the story of the outcomes of the Partnership to be told.

The orange (right) side of the cube outlines the areas of evaluation focus. These will form the organising construct for all M&E data collection, analysis and reporting, and include:

- Outcomes of the Partnership
- Broader impact of the Partnership
- Process implementation
- Implementation of Partnership principles.

¹ The Traditional Owner Partnership component is represented in both parts of the overall Partnership strategy, because in addition to there being expected outcomes from the Traditional Owner Component it is also a way of working that is important for the whole of the Partnership.

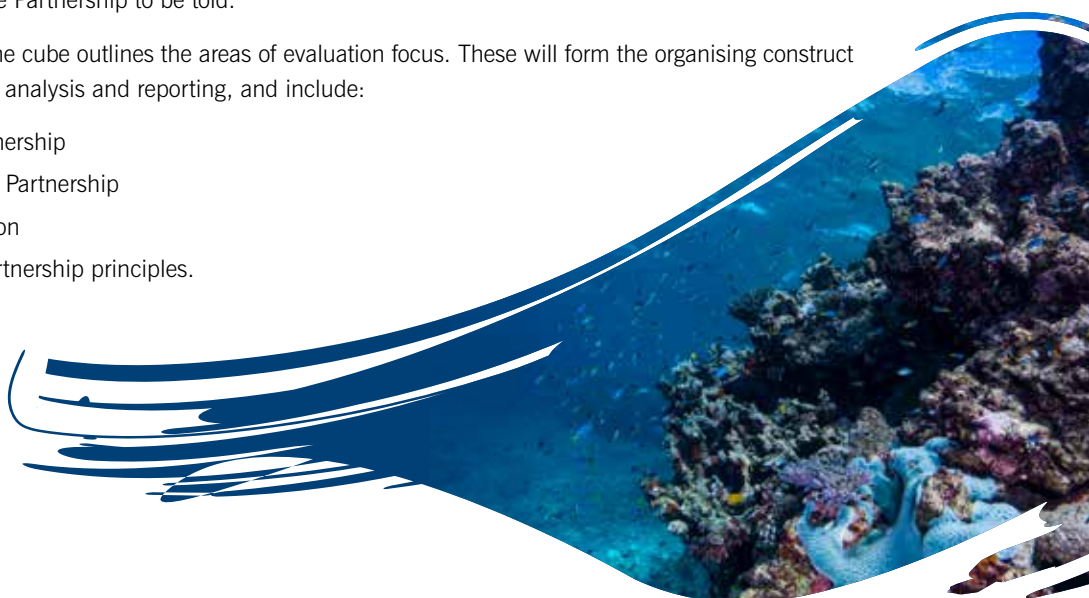
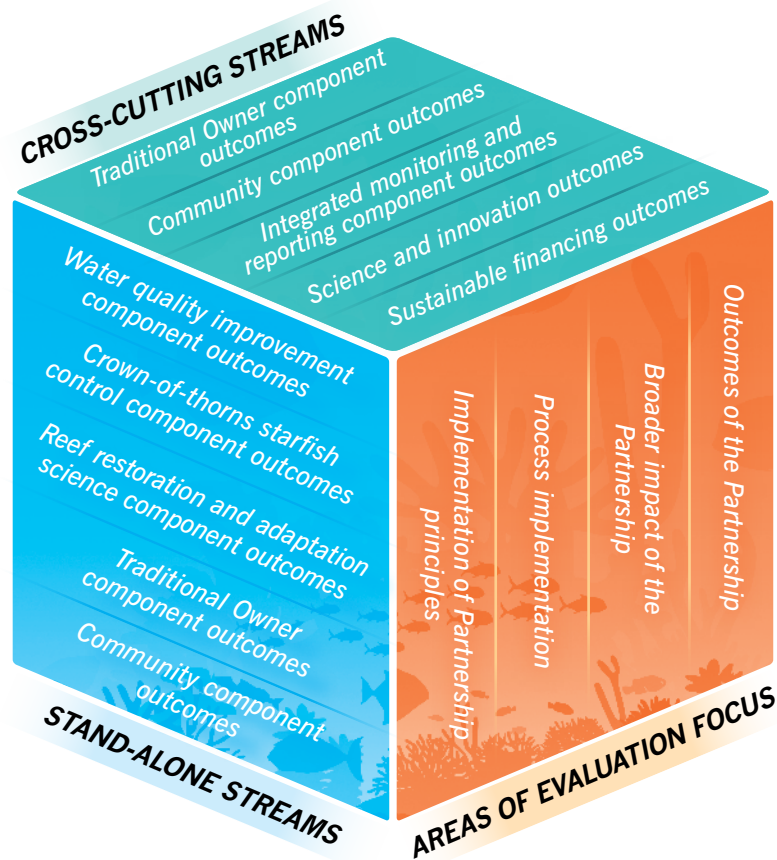


Figure 1. The Partnership concept cube for monitoring and evaluation



Principles

The Partnership is guided by a suite of principles in accordance with the grant agreement. Principles are designed to ensure the Partnership addresses the highest priority threats in the highest priority locations; delivers improvements to the condition of the Reef through on-ground change; complements existing investments and maximises environmental benefit for each dollar spent; uses co-investment, collaborations and partnerships; and is guided by the best available science and expert knowledge.

The following principles underpin the entire Partnership strategy²:

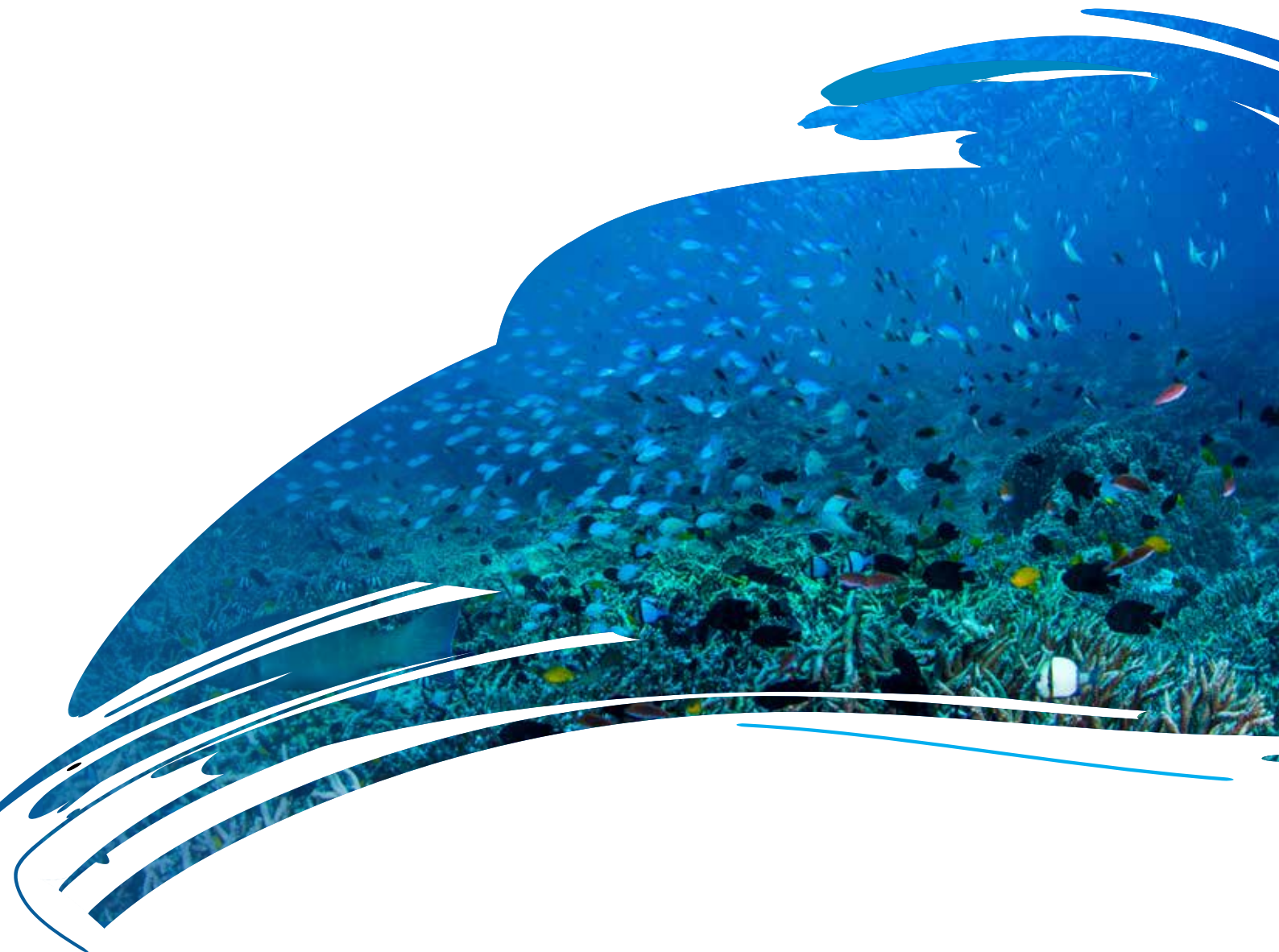
- **Robust and transparent governance** – ensuring all parties and partners are clear on programmatic decision-making processes.
- **Building on what works** – by ensuring actions are aligned with Reef 2050 Plan outcomes and complement current investments that are delivering measurable results.
- **Traditional Owners and stakeholders are partners** – jointly designing, investing in and implementing programs of work. This includes co-design of activities with those who are targets for change, e.g. land managers.
- **Component activities are informed by continuous learning** – with new data and information on progress and performance being integrated as it becomes available.
- **All aspects of the design and delivery of the program seek cross-sector leverage** – being creative and proactive in partnering with all those engaged in the Great Barrier Reef space and whose resources or capacity could help advance the work.
- **Program balances key short term delivery with longer term innovation** – not sacrificing either short term impact or long term investments, but rather seeking a balance across the portfolio that will deliver on accelerated impact and enduring outcomes.
- **Think strategically** – about how each dollar spent can deliver more benefit through integrated solutions and targeted actions to maximise environmental benefit.

² These are still in development as part of the concurrent Investment Strategy development, and will be fully articulated in Stage 2.

Assumptions

Several key assumptions underpinning the Partnership strategy. Those that operate at the whole of Partnership level are:

- **Partners have the capacity and willingness to innovate and collaborate.** GBRF proposes an accelerated, integrated program, relying on delivery partners to join in this effort with an innovative and collaborative spirit, and the skills and wherewithal to deliver.
- **The philanthropic approach enables greater leverage and co-investment than typical government funding approach.** GBRF was selected to lead this effort, in part because of its ability to use this investment to leverage even greater investments from global philanthropic and corporate actors. Realising this promise will be key to increasing impacts and benefits.
- **Reef 2050 projections and targets are consistent with best available science.** The grant agreement obliges the Partnership to deliver in accordance with the Reef 2050 Plan, and in going about that work assumes those targets and actions are based on the best available science and updated in response to new information, emerging issues and changing circumstances.



3. Overarching approach to Monitoring and Evaluation

3.1 Introduction

As described in Section 2.2, the areas of evaluation focus for the Partnership include:

- Outcomes of the Partnership
- Broader impact of the Partnership
- Process implementation
- Implementation of Partnership principles.

Key evaluation questions (KEQs), which form the organising construct for the M&E Framework, have been developed for the Partnership based on these areas of evaluation focus. The KEQs will guide all M&E data collection, analysis and reporting activity for the Partnership and ensure M&E efforts are targeted to answer a few important questions well.

Program logic will be utilised to clarify expected Partnership outcomes and will form the basis for targeted data collection and reporting on the first area of evaluation focus (the outcomes of the Partnership). The final M&E Plan (Stage 2) will provide both a high level whole of Partnership logic model, as well as a series of nested (component-level) logic models that outline in more detail how the stand-alone streams will work to bring about expected change, and how the cross-cutting streams will play out across the stand-alone streams. For each of these, the line of accountability, distinguishing what the Partnership is responsible for by 2024 and what it is contributing towards, will be made clear.

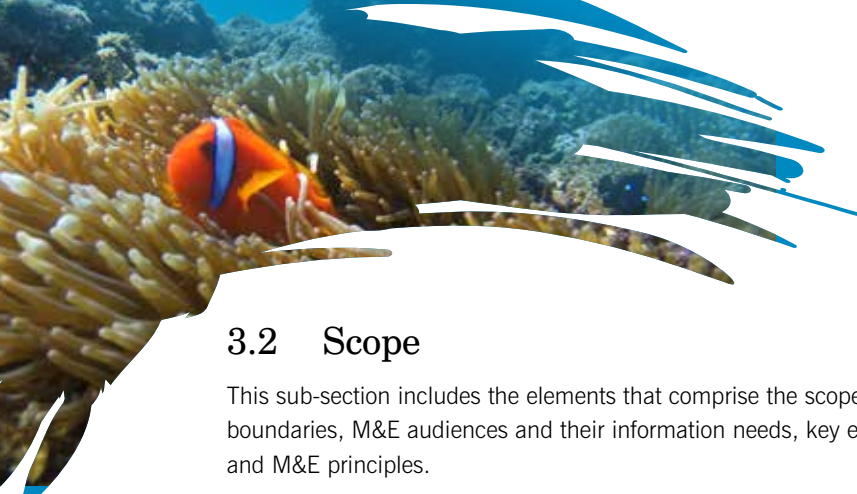
The final M&E Plan (Stage 2) will explicitly articulate the key causal assumptions underpinning the component-level logic models, including an assessment of the evidence for and against each assumption, the confidence in the assumption and the risk it poses to the achievement of outcomes, to determine any weak causal assumptions. There will be a focus on monitoring and/or evaluating weak causal assumptions, as this is an essential part of the evidence for the story of Partnership performance.

Performance expectations will be developed to facilitate evaluative judgements of the Partnership. These are likely to include a combination of rubrics³, relating to the achievement of outcomes and the implementation of principles at the whole of Partnership level, as well as other forms of describing performance at the component level, including qualitative and quantitative targets. Irrespective of their form, performance expectations will be pitched largely at the intermediate outcomes level, providing lead indicators of longer term outcomes that may occur sometime after the investment period.

Collectively, the use of program logic to articulate how change is expected to occur, the explicit articulation of assumptions, a focus on monitoring and evaluating weaker causal assumptions, and the use of performance expectations at the intermediate outcomes level, provides a robust methodology for credibly demonstrating the contribution of the Partnership to Reef 2050 Plan outcomes.

The remainder of this section covers the scope of the M&E Framework and further detail on the overarching approach to monitoring, evaluation, reporting and improvement.

³ A rubric is a tool for systematically and transparently setting out expectations for what constitutes poor, adequate, excellent, etc. performance in practice.



3.2 Scope

This sub-section includes the elements that comprise the scope of the M&E Framework, including its purpose, boundaries, M&E audiences and their information needs, key evaluation questions, performance expectations and M&E principles.

Purpose

The purpose of the Partnership M&E Framework is to:

- satisfy the accountability requirements of the Partnership grant agreement, including the delivery of activities on time and to budget, and the achievement of outcomes
- inform learning and improvement across the Partnership
- test Partnership assumptions and process steps which underpin the delivery of change.

Boundaries

The M&E Plan covers all activity invested in under the Partnership to deliver on Reef 2050 Plan outcomes during the period of the grant agreement (2018-2024), i.e. is limited to the grant’s contribution to the relevant Reef 2050 Plan outcomes. It excludes monitoring and reporting on the condition of the Great Barrier Reef⁴.

Audience

The primary audiences for the M&E Plan and their respective information needs are outlined in Table 1. The final M&E Plan will detail the audiences specific to the different strategies, e.g. delivery partners.

Table 1. Partnership M&E audience and information needs

Audience	Information requirements
GBRF Board	<ul style="list-style-type: none"> • Effectiveness of the Partnership • The co-benefits generated through Partnership implementation • Delivery of the Partnership against its principles
Partnership program team	<ul style="list-style-type: none"> • As above
Partnership Management Committee (PMC) – including representatives of Traditional Owners, Queensland Government and the Great Barrier Reef Marine Park Authority (GBRMPA)	<ul style="list-style-type: none"> • As above • Effectiveness of the Partnership from a bio-cultural perspective (the biophysical and cultural values are not separate) • Effectiveness of the Partnership, to inform complementary investment decisions
Department of the Environment and Energy (DoEE)	<ul style="list-style-type: none"> • Partnership outcomes (the core requirement defined in the grant agreement) • Extent to which grant agreement expectations in relation to process, spending, etc. are being met (accountability)

⁴ See Appendix 1 for an explanation of how Partnership M&E fits with the DPSIR framework.

Key evaluation questions

Key evaluation questions (KEQs) crystallise the purpose of the M&E Framework and the primary audience's information needs (Table 2). They provide the organising construct of the M&E framework and will guide all M&E activities at the whole of Partnership and individual strategy levels.

Table 2. Partnership key evaluation questions

Key evaluation questions	Sub-questions
The outcomes of the Partnership	
1. How effective has the Partnership been in achieving its intended outcomes?	Sub-questions will be developed from component-level logics developed in Stage 2
The broader impact of the Partnership	
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a. How has the Partnership catalysed and advanced self-sustaining partnerships that embrace transformational approaches to building reef resilience? b. To what extent has the Partnership leveraged investment and co-investment from local and global actors? c. In what ways has the Partnership deepened the community of practice for integrated reef management?
3. What unintended outcomes (positive and negative) have occurred?	Sub-questions not applicable
Process implementation	
4. To what extent is the Partnership being implemented in accordance with the grant agreement?	a. Have funded activities been delivered as planned, on time and to budget?
Implementation of Partnership principles	
5. To what extent have the principles of the Partnership been adhered to?	Sub-questions not applicable

Resources

The grant agreement makes available resources for the planning and implementation of monitoring and evaluation of the Partnership. The final M&E Plan (Stage 2) will specify how the resources available will be used throughout the duration of the Partnership.

Performance expectations

The objective of the Partnership as outlined in the grant agreement is to achieve 'significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area'. There is no definition of 'significant' in the grant agreement; rather, the grant agreement refers to the actions, targets, objectives and outcomes of the Reef 2050 Plan as the 'target, objective and proposed outcome' for each component.⁵

The final M&E Plan will define performance expectations for the Partnership as a whole and for each component. The M&E Plan will accommodate the expectation of a significant improvement by describing performance expectations for the key outcomes required to see an improvement in the health of the Great Barrier Reef. Rubrics will also be developed to support judgements of effectiveness (KEQ1), legacy (KEQ2) and adherence to principles (KEQ5).

⁵ The recent review of the Reef 2050 Plan (July 2018) did not alter the vision, outcomes, objectives or targets of the Plan, with the exception of the water quality theme, and also did not assess performance against the targets. The Plan will be reviewed again in 2020 following the 2019 Outlook Report. Any performance expectations developed for the Partnership must remain cognisant of any changes to the outcomes and targets of the Reef 2050 Plan.

Principles for Partnership M&E

The following principles underpin the approach to the M&E of the Partnership:

- **Aspirational.** An aspirational vision for the M&E of the Partnership will be considered and incorporated where possible, including that the M&E Plan:
 - provides a foundation that allows a new benchmark for monitoring, evaluation and learning in the reef/marine ecosystem – an opportunity to be progressive rather than meet minimum requirements
 - provides a scalable model for interdisciplinary monitoring in the reef space.
- **Culturally appropriate.** Traditional Owners are embedded in M&E, ensuring the planning, collection, analysis and use of M&E information is culturally appropriate.
- **Incorporate lessons from Natural Resource Management (NRM) investment evaluation.** Lessons from evaluating NRM investments in general, and Reef investments in particular, including those of the Australian National Audit Office (ANAO) 2016-2017 audit of Reef Trust design and implementation will be incorporated.
 - This includes providing information on the extent to which objectives and outcomes are on track to being achieved, rather than predominantly activity information.
- **Does not duplicate.** The M&E will complement existing monitoring systems for reef health or reef management effectiveness and feed into them where appropriate.

3.3 Evaluation

Evaluation needs to satisfy the needs of both the GBRF and the DoEE as party to, and funder of, the grant agreement.

DoEE expects a focus on Partnership outcomes, in line with ANAO expectations. There is also an opportunity to extend the general Partnership principle of innovation to the M&E of the Partnership.

To address these needs, the evaluation of the Partnership will take the following approach:

- Commence with a tried and tested approach to evaluating the outcomes and impact of NRM investments to ensure outcomes monitoring and reporting is set up at Partnership commencement (a modified form of Collaborative Outcomes Reporting)
- Explore (in the development of the Final M&E Plan) and pilot (in the implementation of the M&E Plan) an emerging innovative approach to evaluating place-based approaches that is likely relevant to the Partnership context.

Each of these is further detailed below.

Collaborative outcomes reporting

Collaborative Outcomes Reporting (COR) is a participatory approach to outcomes and impact evaluation (Appendix 2). The approach is based around a performance story that presents evidence of how a program has contributed to outcomes and impacts that is then reviewed by both technical experts and program stakeholders. COR combines contribution analysis and Multiple Lines and Levels of Evidence (MLLE), mapping evidence against the program logic to produce a performance story. Reports produced through this approach are often short, relate to a plausible results chain and are backed by empirical evidence.

The additional benefit of using COR for Partnership evaluation is its capture of intended and unintended outcomes, which will complement other methods of capturing co-benefits, and story collection through the Most Significant Change technique, which will be particularly appropriate for the Traditional Owner component.

The COR approach was initially established for ex-post evaluation. For the Partnership, the elements of COR that are relevant and useful for Partnership M&E will be applied to the development of the final M&E Plan so that ongoing monitoring and reporting will support cost-effective evaluation.

The potential for Rapid Impact Evaluation (RIE) to complement Collaborative Outcomes Reporting will also be explored in the development of the final M&E Plan.⁶

Evaluating place-based approaches

Recent work has been undertaken to develop an approach to the evaluation of place-based delivery approaches, of which collective impact is one example. While predominately used in the community health sector, the collective impact model for structured collaboration offers a new approach to address complex social-ecological problems.

The relevance of the evaluation approach developed for place-based approaches (PBAs) is that:

- PBAs take a systems approach
- PBAs have characteristics that resonate with GBRF management challenges and opportunities, and GBRF aspirations for the Reef and Partnership M&E including:
 - responding to complex, interrelated or challenging issues, including social issues impacting those experiencing, or at risk of, disadvantage, or for natural disasters
 - a strength-based delivery approach that focuses on prevention not just intervention
 - identifying and working on community priorities, valuing local knowledge, and building on and from social and cultural relationships
 - a commitment to strategic learning, and using data and evidence to collectively adapt in real time
 - ongoing building of capacity and capability amongst all stakeholders involved in the work
 - focus on collective and collaborative action, active engagement, and partnership with communities so that all stakeholders see themselves as active participants
 - an underpinning value of creating greater equity.

There is a real opportunity to consider and adapt the highly regarded evaluation approach recently developed for PBAs for Partnership M&E. The consideration of alternatives will be explored with key Partnership M&E stakeholders during the development of the final M&E Plan.

Timing of evaluation

The timing will be developed as part of the final M&E Plan (Stage 2). An indicative timing is:

- Annual synthesis of monitoring data that is considered via independently facilitated reflections workshop that develops agreed findings and recommendations – use to inform annual work plan
- Independent mid-term review
- Independent final evaluation.

In addition, the grant agreement outlines the expectation that GBRF participate in any review or evaluation of the agreement that the DoEE conducts, or requests GBRF engage an independent third party to conduct, at any time or at the end of the agreement period.

⁶ RIE is an approach to impact evaluation that engages experts to assess program outcomes relative to a counterfactual (an alternative program design or situation). Experts consulted can include program stakeholders who affect the program or are affected by it, external subject matter experts and technical advisors. The approach was developed by Dr Andy Rowe to assess the environmental and economic effects of decisions about managing natural resources. The approach provides a balanced perspective on the impacts of a program and can increase acceptance and adoption of the RIE's findings.

3.4 Monitoring

Monitoring requirements will be driven to some extent by the evaluation approaches adopted. Irrespective, Partnership monitoring will be largely met through the implementation of the stream-level M&E plans. General data acquisition principles include:

- Monitoring will include outcomes not just activities, be based on the logic model and prioritise what matters, i.e. what is meaningful to know
- Methods will be fit for purpose rather than methods-led, and based on the questions stakeholders want to know and/or indicators
- Existing data sources will be utilised to the maximum extent possible, with new data collection tools introduced to address gaps.

There will be some monitoring requirements that lie outside of individual components, e.g. the implementation of principles.

Monitoring data will be analysed and synthesised into a series of results charts, at the Partnership level and for each stream (activity monitoring can be captured in the Australian Government's monitoring, evaluation, reporting and improvement tool (MERIT)).

3.5 Reporting

Table 3 outlines the various reporting requirements under the grant agreement. Information generated through M&E activities will inform all reports.

Table 3. Partnership reporting requirements

Report type	Content and format	To whom	Timing
Internal progress report	To be scoped with PMC	PMC	To be determined
Six-monthly progress report	A report on the work undertaken for the Partnership, including for each component, using the DoEE's MERIT system	Reef Trust	1 Feb (1 July – 31 Dec); 1 Aug (1 Jan – 30 Jun) – each year
Annual Report	Financial report, using the DoEE's MERIT system	Reef Trust	Within 90 days of the end of the financial year – each year
Annual Report to Ministerial Forum	Report on progress against: a) Reef 2050 Plan b) Investment Strategy c) Relevant Annual Work Plan	Ministerial Forum	TBC
Final Report	A detailed evaluation of the extent to which the objective and outcomes of the Partnership and each component were met, using the DoEE's MERIT system	Reef Trust	Within 60 days of completion of agreement

The Final M&E Plan will describe how component-level information will be synthesised for Partnership level reporting.

3.6 Improvement

M&E information will be used to inform continual improvement of both the Partnership and the M&E Plan. In addition, there is a desire to capture how M&E information has been used to adapt both, as evidence of the evolution of the Partnership and its M&E.

Improvement of the Partnership

The primary mechanism for the use of M&E information for the improvement of the Partnership will be the existing Partnership Management Committee (PMC). All key stakeholders are represented on the PMC, including the Australian and Queensland governments, Traditional Owners, the Great Barrier Reef Marine Park Authority (GBRMPA) and the tourism industry. Reflection on M&E results will be a standing agenda item for PMC meetings.

The results of PMC decisions on the Partnership will be reflected in annual updates to the Partnership Investment Strategy and will inform the Annual Work plan. An ongoing log of the changes made to the Partnership will be maintained throughout its duration.

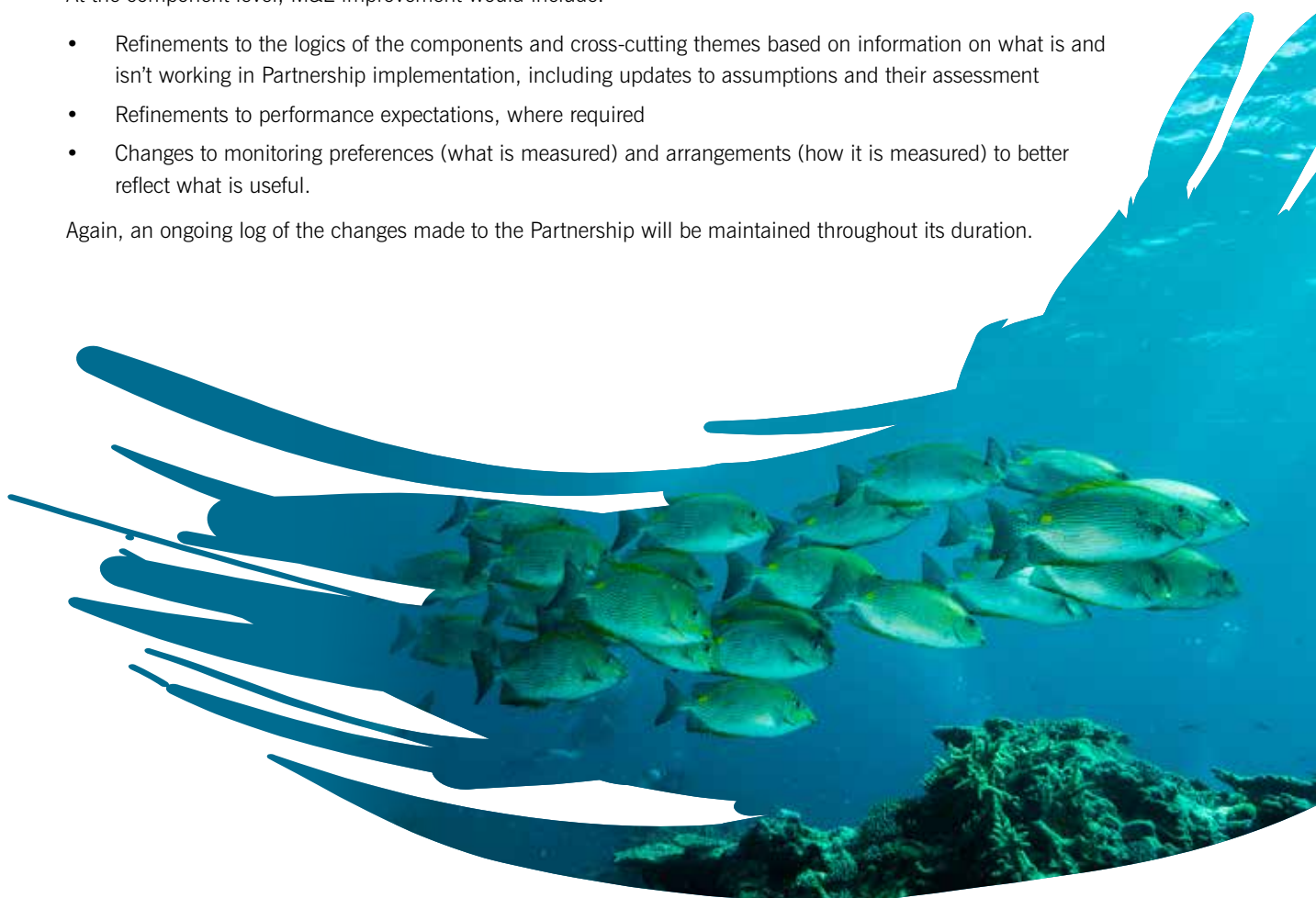
Improvement of the Partnership M&E Plan

It is an expectation of the grant agreement that the M&E Plan will be reviewed annually, and updated where necessary. Most improvements to the Partnership M&E will occur at the component level and are outlined below. At the whole of Partnership level, changes would usually be triggered by changes in the primary audience's information and reporting needs, requiring a review of the KEQs and the nature of reporting.

At the component level, M&E improvement would include:

- Refinements to the logics of the components and cross-cutting themes based on information on what is and isn't working in Partnership implementation, including updates to assumptions and their assessment
- Refinements to performance expectations, where required
- Changes to monitoring preferences (what is measured) and arrangements (how it is measured) to better reflect what is useful.

Again, an ongoing log of the changes made to the Partnership will be maintained throughout its duration.



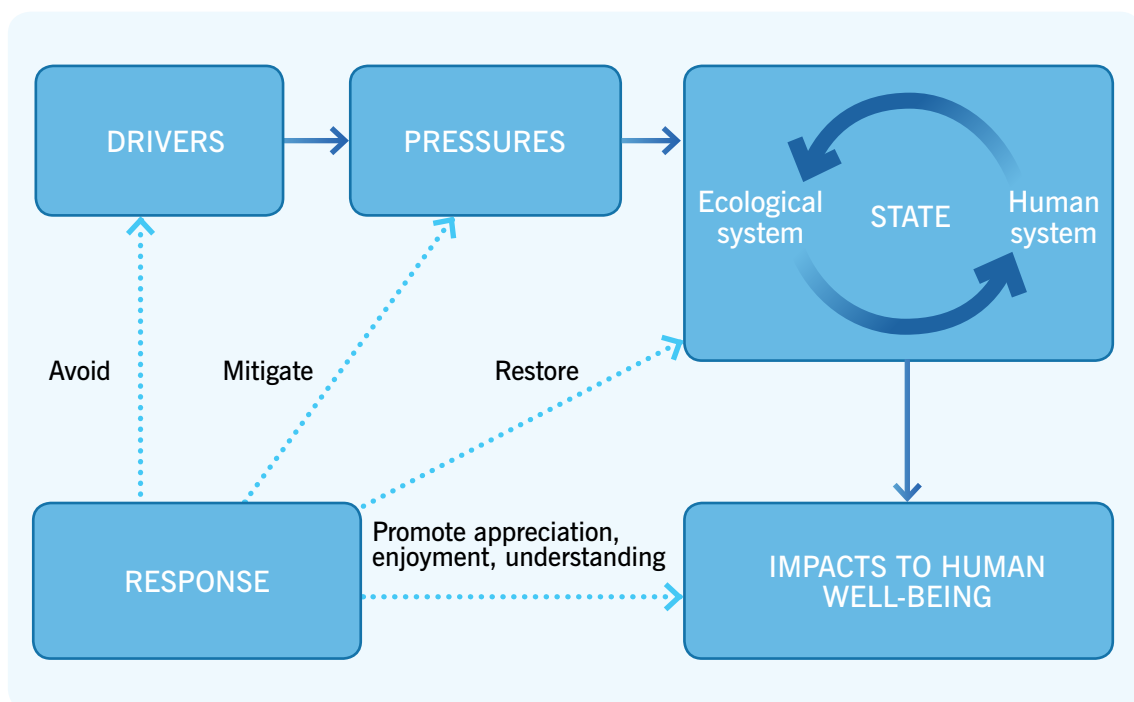
Appendix 1: How does Partnership M&E ‘fit’ with DPSIR?

The driver, pressure, state, impact, response (DPSIR) framework (Figure 2) is a conceptual framework widely used as a tool to model human-environmental systems. It has been adopted by the Reef 2050 Integrated Monitoring and Reporting Program (RIMREP) as a unifying framework to characterise the Great Barrier Reef system. The Partnership can be thought of as a collection of investments aligned to the ‘R’ (Response) part of the DPSIR model.

The Partnership M&E Plan will, when implemented, provide information on the performance of Partnership activities across the typical responses of: avoiding (drivers), mitigating (pressures), restoring (the state of the Great Barrier Reef ecological-human system), as well as its efforts in enhancing community support for a mandate to implement response actions.

The Partnership is investing, through its integrated monitoring and reporting component, in supporting the implementation of RIMREP, which invests in improved monitoring and reporting against the DPSIR model. The Partnership M&E for the integrated monitoring and reporting component will focus on how well the Partnership supports RIMREP to achieve its goals rather than collect additional monitoring data against DPSIR itself.

Figure 2. Driver, Pressure, State, Impact, Response framework.



Source: Reef 2050 Integrated Monitoring and Reporting Program Strategy Updated 2018, Commonwealth of Australia, Great Barrier Reef Marine Park Authority

Appendix 2: Collaborative Outcomes Reporting

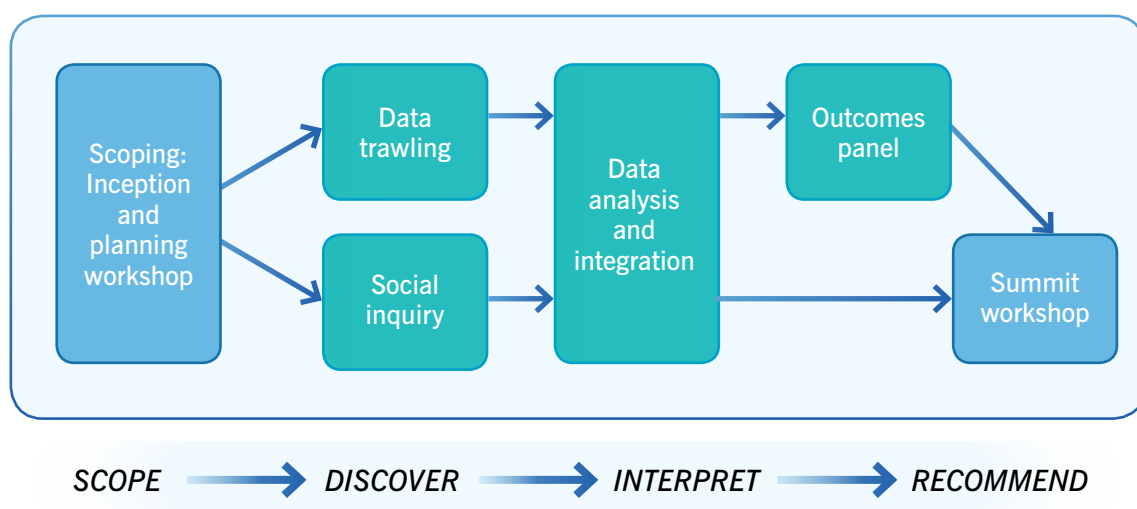
Collaborative Outcomes Reporting (COR) is a participatory approach to outcomes and impact evaluation. Developed by Dr Jess Dart (Clear Horizon)⁷, the approach is based around a performance story that presents evidence of how a program has contributed to outcomes and impacts that is then reviewed by both technical experts and program stakeholders, including community members.

COR has been used in a wide range of sectors from overseas development, community health, and Indigenous education, but the majority of work has occurred in the natural resource management sector, including with the Australian Government⁸.

COR combines contribution analysis and Multiple Lines and Levels of Evidence (MLLE), mapping existing data and additional data against the program logic to produce a performance story. Performance story reports are essentially a short report about how a program contributed to outcomes. Although they may vary in content and format, most are short, mention program context and aims, relate to a plausible results chain, and are backed by empirical evidence. The aim is to tell the story of a program's performance using multiple-lines of evidence.

COR uses a mixed method approach that involves participation of key stakeholders, generally in six process steps (Figure 3). Participation can occur at all stages of this process. COR adds processes of review by an expert panel and stakeholders, sometimes including community members, to check for the credibility of the evidence about what impacts have occurred and the extent to which these can be credibly attributed to the intervention. It is these processes of review – outcomes panel (a type of expert panel review) and summit workshop (a collaborative approach to developing findings and recommendations that differentiate COR from other approaches to outcome and impact evaluation).

Figure 3. The six steps of Collaborative Outcomes Reporting



7 Collaborative Outcomes Reporting, <https://www.clearhorizon.com.au/f.ashx/COR.pdf>

8 Developing a Performance Story Report, Australian Government user guide <http://nrmonline.nrm.gov.au/catalog/mql:2162>